

## Message

**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 3/20/2019 4:47:56 AM  
**To:** Lourenco, Jackie@ARB [Jackie.Lourenco@arb.ca.gov]  
**CC:** Bunker, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ddf7bcf023d241a9a477a2dc75d5901c-Bunker, Byron]; Fuentes, Mark@ARB [Mark.Fuentes@arb.ca.gov]; Pittel, Kimberly (K.L.) [kpittel@ford.com]; Savage, Justin A. [jsavage@sidley.com]; Hebert, Annette@ARB [annette.hebert@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Cecere, Ian@ARB [Ian.Cecere@arb.ca.gov]; Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Brooks, Phillip [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=e89130d467df414390f076286d938815-Brooks, Phillip]; Belser, Evan [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d9a0635c271a4bac9c20634e45083c66-Belser, Evan]  
**Subject:** Re: Confidential Business Information: As Requested: Ford Roadload Test Plan  
**Sensitivity:** Company Confidential

Thanks Jackie.

I'll set up a call to discuss with you, Lisa, and Linc on Wednesday to ensure we are aligned.

Best Regards,

Glen Heiser

Sent from my iPhone

On Mar 19, 2019, at 8:00 PM, Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov> wrote:

Glen,

I do not know what Linc and you discussed, but I believe that CARB has not yet approved of your test plan. Staff just received the referenced procedures. We'll review them and give you comments shortly.



**Jackie Lourenco**  
 Chief, NVEPB  
 626-450-6152

**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Tuesday, March 19, 2019 10:41 AM  
**To:** Bunker, Byron (bunker.byron@epa.gov) <bunker.byron@epa.gov>; Fuentes, Mark@ARB <Mark.Fuentes@arb.ca.gov>  
**Cc:** Pittel, Kimberly (K.L.) <kpittel@ford.com>; Savage, Justin A. <jsavage@sidley.com>; Hebert, Annette@ARB <annette.hebert@arb.ca.gov>; Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov>; 'Wehrly, Linc' <wehrly.linc@epa.gov>; Cecere, Ian@ARB <Ian.Cecere@arb.ca.gov>; Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>;

[brooks.phillip@epamail.epa.gov](mailto:brooks.phillip@epamail.epa.gov); [Belser.Evan@epa.gov](mailto:Belser.Evan@epa.gov)

**Subject:** Confidential Business Information: As Requested: Ford Roadload Test Plan

**Sensitivity:** Confidential

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Confidential Business Information

Byron and Mark,

Please find attached the follow-up to our meeting last Friday, as promised. I will keep Linc Wehrly and Lisa Yacoubian apprised of the testing progress as discussed in the meeting.

*Kind regards,*

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512

<image003.png>

## Message

**From:** Lourenco, Jackie@ARB [Jackie.Lourenco@arb.ca.gov]  
**Sent:** 3/20/2019 12:00:22 AM  
**To:** Heiser, Glen (G.A.) [gheiser@ford.com]; Bunker, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ddf7bcf023d241a9a477a2dc75d5901c-Bunker, Byron]; Fuentes, Mark@ARB [Mark.Fuentes@arb.ca.gov]  
**CC:** Pittel, Kimberly (K.L.) [kpittel@ford.com]; Savage, Justin A. [jsavage@sidley.com]; Hebert, Annette@ARB [annette.hebert@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Cecere, Ian@ARB [Ian.Cecere@arb.ca.gov]; Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Brooks, Phillip [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=e89130d467df414390f076286d938815-Brooks, Phillip]; Belser, Evan [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=d9a0635c271a4bac9c20634e45083c66-Belser, Evan]  
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*Kind regards,*

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*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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## Message

**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 4/4/2019 4:19:46 PM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]  
**CC:** svharris@sidley.com; Cecere, Ian@ARB [Ian.Cecere@arb.ca.gov]; Pham, Allen@ARB [Allen.Pham@arb.ca.gov]; Fuentes, Mark@ARB [Mark.Fuentes@arb.ca.gov]; Lourenco, Jackie@ARB [Jackie.Lourenco@arb.ca.gov]; Binder, Gregory@ARB [gregory.binder@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Bunker, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ddf7bcf023d241a9a477a2dc75d5901c-Bunker, Byron]  
**Subject:** RE: CARB to Ford: Questions Concerning Road Load Issues

Lisa,

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*Manager, Emissions Certification, Homologation & Compliance*

*Vehicle Homologation & Compliance, SE&SE*

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**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Tuesday, April 2, 2019 1:57 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Cc:** svharris@sidley.com; Cecere, Ian@ARB <Ian.Cecere@arb.ca.gov>; Pham, Allen@ARB <Allen.Pham@arb.ca.gov>; Fuentes, Mark@ARB <Mark.Fuentes@arb.ca.gov>; Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov>; Binder, Gregory@ARB <gregory.binder@arb.ca.gov>; Wehrly, Linc (wehrly.linc@epa.gov) <wehrly.linc@epa.gov>; Bunker, Byron (bunker.byron@epa.gov) <bunker.byron@epa.gov>  
**Subject:** CARB to Ford: Questions Concerning Road Load Issues  
**Importance:** High

Glen,

As promised, here are the questions from CARB. Once you have had the chance to look them over, can you please provide an estimated timeframe on when we can expect a response?

Thank you,

Lisa Yacoubian

**Round 1 Questions Concerning Ford Road Load Issues**

1. 

**CBI / Ex. 4**

**CBI / Ex. 4**

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**CBI / Ex. 4**

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11. What criteria was used to select brake drag inputs (Sidley page 17)?
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**CBI / Ex. 4**

---

**From:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>

**Sent:** Thursday, March 21, 2019 3:55 PM

**To:** Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>

**Cc:** [svharris@sidley.com](mailto:svharris@sidley.com)

**Subject:** Re: Confidential Business Information: As Requested: Ford Roadload Test Plan

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Lisa, Thank you for the reply. We will proceed.

Glen Heiser

Sent from my iPhone

On Mar 21, 2019, at 1:35 PM, Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)> wrote:

Glen,

CARB technical staff had a chance to review the test plans you sent. At this time, you may proceed with the testing as outlined in the presentation dated March 14, 2019. Jackie's staff does have a few questions which we will send, through Ian Cecere, to you early next week.

Thank you,

Lisa

<image001.png>

*Lisa Yacoubian*  
Manager  
Engine & Parts Enforcement Section  
Enforcement Division  
626.350.6403

---

**From:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>

**Sent:** Tuesday, March 19, 2019 9:48 PM

**To:** Lourenco, Jackie@ARB <[Jackie.Lourenco@arb.ca.gov](mailto:Jackie.Lourenco@arb.ca.gov)>

**Cc:** Bunker, Byron ([bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)) <[bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)>; Fuentes, Mark@ARB <[Mark.Fuentes@arb.ca.gov](mailto:Mark.Fuentes@arb.ca.gov)>; Pittel, Kimberly (K.L.) <[kpittel@ford.com](mailto:kpittel@ford.com)>; Savage, Justin A. <[jsavage@sidley.com](mailto:jsavage@sidley.com)>; Hebert, Annette@ARB <[annette.hebert@arb.ca.gov](mailto:annette.hebert@arb.ca.gov)>; Wehrly, Linc <[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>; Cecere, Ian@ARB <[ian.Cecere@arb.ca.gov](mailto:ian.Cecere@arb.ca.gov)>; Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>; [brooks.phillip@epamail.epa.gov](mailto:brooks.phillip@epamail.epa.gov); [Belser.Evan@epa.gov](mailto:Belser.Evan@epa.gov)

**Subject:** Re: Confidential Business Information: As Requested: Ford Roadload Test Plan

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<image001.png>

**Jackie Lourenco**  
Chief, NVEPB  
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**To:** Bunker, Byron ([bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)) <[bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)>; Fuentes, Mark@ARB <[Mark.Fuentes@arb.ca.gov](mailto:Mark.Fuentes@arb.ca.gov)>

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Lourenco, Jackie@ARB <[Jackie.Lourenco@arb.ca.gov](mailto:Jackie.Lourenco@arb.ca.gov)>; 'Wehrly, Linc'

<[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>; Cecere, Ian@ARB <[Ian.Cecere@arb.ca.gov](mailto:Ian.Cecere@arb.ca.gov)>; Yacoubian,

Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>; [brooks.phillip@epamail.epa.gov](mailto:brooks.phillip@epamail.epa.gov);

[Belser.Evan@epa.gov](mailto:Belser.Evan@epa.gov)

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*Kind regards,*

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512

<image003.png>

## Message

**From:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]  
**Sent:** 4/18/2019 4:34:16 PM  
**To:** Harris, Susan V. [svharris@sidley.com]; Heiser, Glen (G.A.) [gheiser@ford.com]  
**CC:** Cecere, Ian@ARB [Ian.Cecere@arb.ca.gov]; Pham, Allen@ARB [Allen.Pham@arb.ca.gov]; Fuentes, Mark@ARB [Mark.Fuentes@arb.ca.gov]; Lourenco, Jackie@ARB [Jackie.Lourenco@arb.ca.gov]; Binder, Gregory@ARB [gregory.binder@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Bunker, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ddf7bcf023d241a9a477a2dc75d5901c-Bunker, Byron]  
**Subject:** RE: CARB to Ford: Questions Concerning Road Load Issues

Ms. Harris,

I apologize! You indeed did leave me voicemails. I got a new phone and this one apparently doesn't flash a bright red light like my old phone to let me know I have new voicemails.

I will get back to you soon on a date for the meeting. Sorry for the delay on my end.

Thank you,

Lisa

---

**From:** Harris, Susan V. <svharris@sidley.com>  
**Sent:** Wednesday, April 17, 2019 7:23 PM  
**To:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>; Heiser, Glen (G.A.) <gheiser@ford.com>  
**Cc:** Cecere, Ian@ARB <Ian.Cecere@arb.ca.gov>; Pham, Allen@ARB <Allen.Pham@arb.ca.gov>; Fuentes, Mark@ARB <Mark.Fuentes@arb.ca.gov>; Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov>; Binder, Gregory@ARB <gregory.binder@arb.ca.gov>; Wehrly, Linc (wehrly.linc@epa.gov) <wehrly.linc@epa.gov>; Bunker, Byron (bunker.byron@epa.gov) <bunker.byron@epa.gov>  
**Subject:** RE: CARB to Ford: Questions Concerning Road Load Issues

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Ms. Yacoubian –

Thank you for reaching out. Per my voicemail messages to you from the end of last week and this week, we are working on developing responses to CARB's questions. We propose scheduling a meeting at CARB for some time in the next several weeks during which we can share our responses and provide an update on activities since our last meeting. To that end, please let us know what dates/times during the weeks of May 13th and 20th would work for you and your colleagues. We will plan to invite EPA to participate in the meeting as well. Thank you.

Regards,  
 Susan

**SUSAN V. HARRIS**  
 Counsel

**SIDLEY AUSTIN LLP**  
 +1 312 853 4663  
[svharris@sidley.com](mailto:svharris@sidley.com)

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**Subject:** RE: CARB to Ford: Questions Concerning Road Load Issues

Ms. Harris,

I got an out-of-office reply from Glen that he is out until 4/29. Can you please let me know when we can expect the answers to our questions?

Thank you,

Lisa Yacoubian

---

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**Importance:** High

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CBI / Ex. 4

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7. When was the new brake dyno put into operation? Are there calibration logs?
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9. **CBI / Ex. 4** (Sidley page 16), which is a direct **CBI / Ex. 4**

10. **CBI / Ex. 4**

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12. What lab was engaged to conduct coastdown testing of MY 2019 Ranger?

13. **CBI / Ex. 4**

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Lisa, Thank you for the reply. We will proceed.

Glen Heiser

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<image001.png>

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Manager  
Engine & Parts Enforcement Section  
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626.350.6403

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**Sent:** Tuesday, March 19, 2019 9:48 PM  
**To:** Lourenco, Jackie@ARB <[Jackie.Lourenco@arb.ca.gov](mailto:Jackie.Lourenco@arb.ca.gov)>  
**Cc:** Bunker, Byron ([bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)) <[bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)>; Fuentes, Mark@ARB <[Mark.Fuentes@arb.ca.gov](mailto:Mark.Fuentes@arb.ca.gov)>; Pittel, Kimberly (K.L.) <[kpittel@ford.com](mailto:kpittel@ford.com)>; Savage, Justin A. <[jsavage@sidley.com](mailto:jsavage@sidley.com)>; Hebert, Annette@ARB <[annette.hebert@arb.ca.gov](mailto:annette.hebert@arb.ca.gov)>; Wehrly, Linc <[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>; Cecere, Ian@ARB <[Ian.Cecere@arb.ca.gov](mailto:Ian.Cecere@arb.ca.gov)>; Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>; [brooks.phillip@epamail.epa.gov](mailto:brooks.phillip@epamail.epa.gov); [Belser.Evan@epa.gov](mailto:Belser.Evan@epa.gov)  
**Subject:** Re: Confidential Business Information: As Requested: Ford Roadload Test Plan  
**Sensitivity:** Confidential

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I'll set up a call to discuss with you, Lisa, and Linc on Wednesday to ensure we are aligned.

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Fuentes, Mark@ARB <Mark.Fuentes@arb.ca.gov>  
**Cc:** Pittel, Kimberly (K.L.) <kpittel@ford.com>; Savage, Justin A.  
<jsavage@sidley.com>; Hebert, Annette@ARB  
<annette.hebert@arb.ca.gov>; Lourenco, Jackie@ARB  
<Jackie.Lourenco@arb.ca.gov>; 'Wehrly, Linc' <wehrly.linc@epa.gov>;  
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O: 313-59-40738  
C: 313-348-4512  
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\*\*\*\*\*  
\*\*\*\*\*

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immediately.

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## Message

**From:** Harris, Susan V. [svharris@sidley.com]  
**Sent:** 4/18/2019 2:23:25 AM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Heiser, Glen (G.A.) [gheiser@ford.com]  
**CC:** Cecere, Ian@ARB [Ian.Cecere@arb.ca.gov]; Pham, Allen@ARB [Allen.Pham@arb.ca.gov]; Fuentes, Mark@ARB [Mark.Fuentes@arb.ca.gov]; Lourenco, Jackie@ARB [Jackie.Lourenco@arb.ca.gov]; Binder, Gregory@ARB [gregory.binder@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Bunker, Byron [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=ddf7bcf023d241a9a477a2dc75d5901c-Bunker, Byron]  
**Subject:** RE: CARB to Ford: Questions Concerning Road Load Issues

Ms. Yacoubian –

Thank you for reaching out. Per my voicemail messages to you from the end of last week and this week, we are working on developing responses to CARB's questions. We propose scheduling a meeting at CARB for some time in the next several weeks during which we can share our responses and provide an update on activities since our last meeting. To that end, please let us know what dates/times during the weeks of May 13th and 20th would work for you and your colleagues. We will plan to invite EPA to participate in the meeting as well. Thank you.

Regards,  
 Susan

**SUSAN V. HARRIS**  
 Counsel

**SIDLEY AUSTIN LLP**  
 +1 312 853 4663  
[svharris@sidley.com](mailto:svharris@sidley.com)

---

**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, April 17, 2019 3:48 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; Harris, Susan V. <svharris@sidley.com>  
**Cc:** Cecere, Ian@ARB <Ian.Cecere@arb.ca.gov>; Pham, Allen@ARB <Allen.Pham@arb.ca.gov>; Fuentes, Mark@ARB <Mark.Fuentes@arb.ca.gov>; Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov>; Binder, Gregory@ARB <gregory.binder@arb.ca.gov>; Wehrly, Linc (wehrly.linc@epa.gov) <wehrly.linc@epa.gov>; Bunker, Byron (bunker.byron@epa.gov) <bunker.byron@epa.gov>  
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**World's Most Ethical Companies**

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On Mar 19, 2019, at 8:00 PM, Lourenco, Jackie@ARB <[Jackie.Lourenco@arb.ca.gov](mailto:Jackie.Lourenco@arb.ca.gov)> wrote:

Glen,

I do not know what Linc and you discussed, but I believe that CARB has not yet approved of your test plan. Staff just received the referenced procedures. We'll review them and give you comments shortly.

<image001.png>

**Jackie Lourenco**  
Chief, NVEPB  
626-450-6152

---

**From:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>

**Sent:** Tuesday, March 19, 2019 10:41 AM

**To:** Bunker, Byron ([bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)) <[bunker.byron@epa.gov](mailto:bunker.byron@epa.gov)>; Fuentes,

Mark@ARB <Mark.Fuentes@arb.ca.gov>

**Cc:** Pittel, Kimberly (K.L.) <kpittel@ford.com>; Savage, Justin A.

<jsavage@sidley.com>; Hebert, Annette@ARB <annette.hebert@arb.ca.gov>;

Lourenco, Jackie@ARB <Jackie.Lourenco@arb.ca.gov>; 'Wehrly, Linc'

<wehrly.linc@epa.gov>; Cecere, Ian@ARB <Ian.Cecere@arb.ca.gov>; Yacoubian,

Lisa@ARB <lisa.yacoubian@arb.ca.gov>; brooks.phillip@epamail.epa.gov;

Belser.Evan@epa.gov

**Subject:** Confidential Business Information: As Requested: Ford Roadload Test Plan

**Sensitivity:** Confidential

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Confidential Business Information

Byron and Mark,

Please find attached the follow-up to our meeting last Friday, as promised. I will keep Linc Wehrly and Lisa Yacoubian apprised of the testing progress as discussed in the meeting.

Kind regards,

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512

<image003.png>

Message

**From:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]  
**Sent:** 6/3/2019 4:54:02 PM  
**To:** Heiser, Glen (G.A.) [gheiser@ford.com]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]  
**CC:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Glen,

Can you please forward an electronic copy of last week's meeting presentation?

Thank you,

Lisa

---

**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Wednesday, May 8, 2019 2:39 PM  
**To:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

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Thanks Lisa.

To clarify, this is intended to be a small meeting of the single points of contact identified at the last meeting. I thought that was you, Linc and I. If it's a CARB cert rep, let me know and we can switch to that.

A meeting with the broader teams is targeted for the end of May.

Kind regards,

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance*

*Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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---

**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, May 8, 2019 5:36 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Since I'm an enforcement manager, I'm checking with CARB cert staff on these possible times. I will attend also.

---

**From:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>

**Sent:** Wednesday, May 8, 2019 1:39 PM

**To:** 'Wehrly, Linc' <[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>; Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>

**Cc:** [svharris@sidley.com](mailto:svharris@sidley.com)

**Subject:** Meeting Request: Ford Roadload Status

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Hi Lisa and Linc,

The 3 of us (Lisa, Linc, Glen) were identified as points of contact at the last meeting. I would like to share the coastdown results we have to date. Are both of you available for a quick call next Tuesday or Wednesday?

Tuesday, May 14, 12:00 PM Eastern or later

Wednesday, May 15, 2:30 PM Eastern or later

Please let me know your availability and I will schedule a WebEx call.

*Kind regards,*

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance*

*Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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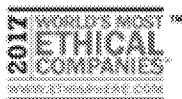
**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 5/8/2019 9:59:02 PM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]  
**CC:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Sorry, going too fast... Got it!

Kind regards,

**Glen A. Heiser**

Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE  
O: 313-59-40738  
C: 313-348-4512



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**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, May 8, 2019 5:45 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Wednesday works for CARB. 2:30pm EST

---

**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Wednesday, May 8, 2019 1:39 PM  
**To:** 'Wehrly, Linc' <wehrly.linc@epa.gov>; Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Cc:** svharris@sidley.com  
**Subject:** Meeting Request: Ford Roadload Status

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Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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Message

**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 5/8/2019 9:58:33 PM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]  
**CC:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Perfect, thanks!

Will those time blocks work for you?

Kind regards,

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance*

*Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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---

**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, May 8, 2019 5:46 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Got it, I'll attend along with Allen Pham who works for me if that's okay. No cert reps.

---

**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Wednesday, May 8, 2019 2:39 PM  
**To:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

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Thanks Lisa.

To clarify, this is intended to be a small meeting of the single points of contact identified at the last meeting. I thought that was you, Linc and I. If it's a CARB cert rep, let me know and we can switch to that.

A meeting with the broader teams is targeted for the end of May.

Kind regards,



## Glen A. Heiser

Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE  
O: 313-59-40738  
C: 313-348-4512



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---

**From:** Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>  
**Sent:** Wednesday, May 8, 2019 5:36 PM  
**To:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>; 'Wehrly, Linc' <[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>  
**Cc:** [svharris@sidley.com](mailto:svharris@sidley.com)  
**Subject:** RE: Meeting Request: Ford Roadload Status

Since I'm an enforcement manager, I'm checking with CARB cert staff on these possible times. I will attend also.

---

**From:** Heiser, Glen (G.A.) <[gheiser@ford.com](mailto:gheiser@ford.com)>  
**Sent:** Wednesday, May 8, 2019 1:39 PM  
**To:** 'Wehrly, Linc' <[wehrly.linc@epa.gov](mailto:wehrly.linc@epa.gov)>; Yacoubian, Lisa@ARB <[lisa.yacoubian@arb.ca.gov](mailto:lisa.yacoubian@arb.ca.gov)>  
**Cc:** [svharris@sidley.com](mailto:svharris@sidley.com)  
**Subject:** Meeting Request: Ford Roadload Status

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Hi Lisa and Linc,

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Please let me know your availability and I will schedule a WebEx call.

Kind regards,

## Glen A. Heiser

Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE  
O: 313-59-40738  
C: 313-348-4512



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## Message

**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 5/8/2019 9:39:18 PM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]  
**CC:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

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Kind regards,

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance  
 Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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---

**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, May 8, 2019 5:36 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; 'Wehrly, Linc' <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

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---

**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Wednesday, May 8, 2019 1:39 PM  
**To:** 'Wehrly, Linc' <wehrly.linc@epa.gov>; Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Cc:** svharris@sidley.com  
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*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

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C: 313-348-4512



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**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 5/8/2019 8:38:52 PM  
**To:** Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]; Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]  
**CC:** svharris@sidley.com  
**Subject:** Meeting Request: Ford Roadload Status

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*Vehicle Homologation & Compliance, SE&SE*

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C: 313-348-4512



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**From:** Heiser, Glen (G.A.) [gheiser@ford.com]  
**Sent:** 5/6/2019 6:51:13 PM  
**To:** Wehrly, Linc [/o=ExchangeLabs/ou=Exchange Administrative Group (FYDIBOHF23SPDLT)/cn=Recipients/cn=64e5f31ccb4841018441b3bf074842d0-Wehrly, Linc]  
**Subject:** May 30 Roadload Meeting with Ford

Hi Linc,

It looks like the meeting on May 30<sup>th</sup> will be at 12:30PM Eastern, 9:30 AM Pacific. I believe a meeting notice will come from Sidley but feel free to have Byron and other key stakeholders put a placeholder for that time.

*Kind regards,*

**Glen A. Heiser**

*Manager, Emissions Certification, Homologation & Compliance  
Vehicle Homologation & Compliance, SE&SE*

O: 313-59-40738

C: 313-348-4512



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**From:** Wehrly, Linc [/O=EXCHANGELABS/OU=EXCHANGE ADMINISTRATIVE GROUP (FYDIBOHF23SPDLT)/CN=RECIPIENTS/CN=64E5F31CCB4841018441B3BF074842D0-WEHRLY, LINC]  
**Sent:** 5/9/2019 11:37:33 AM  
**To:** Yacoubian, Lisa@ARB [lisa.yacoubian@arb.ca.gov]; Heiser, Glen (G.A.) [gheiser@ford.com]  
**CC:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

That works for me as well.

---

**From:** Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
**Sent:** Wednesday, May 08, 2019 5:45 PM  
**To:** Heiser, Glen (G.A.) <gheiser@ford.com>; Wehrly, Linc <wehrly.linc@epa.gov>  
**Cc:** svharris@sidley.com  
**Subject:** RE: Meeting Request: Ford Roadload Status

Wednesday works for CARB. 2:30pm EST

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**From:** Heiser, Glen (G.A.) <gheiser@ford.com>  
**Sent:** Wednesday, May 8, 2019 1:39 PM  
**To:** 'Wehrly, Linc' <wehrly.linc@epa.gov>; Yacoubian, Lisa@ARB <lisa.yacoubian@arb.ca.gov>  
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